

Consultative Group on International Agricultural Research

CGIAR LIBRARY

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FROM: The Secretariat

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Agenda Item 9

Attached is the paper on "Relationships Between Non-Associated Centers and the CGIAR" for discussion at the mid-term meeting of the Group under agenda item 9.

Attachment

Distribution:

CGIAR members  
Center board chairpersons  
Center directors  
TAC chairman  
TAC members  
TAC secretariat

## Relationships Between Non-Associated Centers and the CGIAR

***Summary:*** At ICW87 the CGIAR secretariat was asked to prepare a discussion paper on roles of the non-associated centers. The paper outlines possible criteria that could be used to consider admitting these centers to the consultative process. This paper explores the topic and analyzes eleven such centers. A brief statement is provided for each center describing its program, funding and governance. (Attachment 1). The paper concludes by suggesting possible courses of action.

### Introduction

1. Most of the centers supported by the CGIAR were already part of the CGIAR system by the time of the first review of the system in 1976. That review recommended that the system forego new additions for a period of three years so that the existing activities could be consolidated. A similar decision was taken in the second review in 1981 on financial grounds. Therefore, for all practical purposes, the expansion of the CGIAR has been limited since 1976. IFPRI and ISNAR are the only institutions to have been admitted to CGIAR sponsorship during this period. Of course, until 1982, both the CGIAR and TAC debated the merits of admitting IFDC and ICIPE, and considered initiating CGIAR-sponsored activities on aquaculture, forestry, vegetables, water buffalo, and irrigation management among others. The proposal to start an institute for irrigation management was rejected in 1982. Since then, until the completion of the CGIAR priorities and strategies paper in 1986, further additions were put on hold. The Group will receive a new initiative on vegetables at this meeting and one on aquaculture is being considered by TAC.

2. This quick coursing through the history is germane from the perspective of highlighting continuing interest among members of the CGIAR for undertaking additional activities, while at the same time collectively expressing reluctance to do so. In fact, most of the initiatives rejected by the CGIAR have been institutionalized outside of the system. In many cases, interested donors have formed donor support groups to perform some of the functions of the CGIAR. Several of these non-associated institutions were in existence prior to the 1976 go slow.

### Context for New Consideration

3. As part of the global system of agricultural research, the CGIAR system has a series of relationships with many partners. National institutions both in the developed and developing countries, universities, non-governmental organizations, private sector, regional institutions and other international institutions are some examples of the partners. In practice most of their relationships are with CGIAR centers and individual members of the CGIAR. Within this overall framework, this paper addresses

only a smaller subset--internationally funded agricultural research institutions. One specific aspect of this subset is that they are different from most others in their internationality, an important asset in terms of access to staff and materials and an ability to transcend national barriers.

4. In its continuing sub-committee on relationships of CG institutions with its global partners, TAC has recently reviewed several aspects of these relations. At the mid-term meeting of the group in Montpellier TAC presented a paper on promoting collaboration between CGIAR centers and other research institutions, including other international centers. From the perspective of fostering collaboration the TAC paper sets out principles under which such collaboration should take place. TAC recommended that the criteria for center collaboration should not distinguish between international centers outside the CGIAR and other advanced institutions. The occasion for TAC's paper, and for renewed consideration of this general question is a broadening of CGIAR objectives, particularly concerning sustainability of agricultural production, which will make demands on centers for expertise of a type found in non-associated centers. Other current lines of action relevant to the topic of this paper include the effort by a number of donor agencies to plan an international program of forestry research, and a meeting of representatives of several centers involved in resource management to appraise the desirability of forming a separate consultative group mechanism for research in that area.

5. The proposal here is to take a different approach from that which has prevailed in CGIAR consideration of new initiatives in the past. The previous assumption was that one determined research priorities and only then looked to see whether there was an existing entity that could meet those priorities, whether one should add the initiative to the mandate of an existing CGIAR supported center, or create a new institution to do the work. What is proposed now is to take note of the existence of institutions which are similar to the CGIAR centers but are not supported by the Group. Some CGIAR members find such centers worthy of support from the same appropriations used to finance the CGIAR itself. Some of these institutions are close enough to the work of the CGIAR that their collaboration is assumed in the CGIAR strategy paper approved by the Group. And two of them are involved in initiatives which the TAC is presently examining for possible recommendation to the CGIAR during 1988.

6. Several reasons justify this shift in the normative process. As mentioned above these outside institutions now exist partly in response to earlier priority statements in both TAC and the CGIAR. Their existence should not be ignored. When considering enrichment and diversification of its portfolio, the CGIAR has the option of either starting new activities or adopting existing ones. As the environment in which research objectives are defined changes, priorities and modalities in the way the CGIAR attempts to achieve its research goals should perhaps also change. It can be argued that in some instances it may be more opportune and practical for the CGIAR to add existing activities to its portfolio rather than undertake the long gestation periods required for initiating new activities.

7. The straightforward way of approaching a relationship with non-associated centers would be to adopt them for sponsorship by the CGIAR. Other forms of support have been tried in the past without great success, but financing a portion of a center program, or supporting a service through funds derived from the budgets of existing centers might nevertheless be found appropriate in some cases.

#### Criteria for Association

8. What criteria, then, might be applied in considering these organizations for possible support by the CGIAR?

9. Research issues:

- The first is obviously whether there is a substantial program of multidisciplinary research conducted by the center which fits into the high priority category in terms of CGIAR research strategy, either as presently stated or as that strategy might be adjusted after considering the particular case. There would be no point in adopting a center or program if it would fall out at the first serious resource allocation review to which it was submitted. On the other hand, it is clear that the proposed approach would involve the possibility of changing stated CGIAR research priorities in the process of considering the claims of a specific research program. This would be particularly necessary were non-food oriented research to be included, or a program of factor-oriented research is involved.

- Not all CGIAR supported centers are engaged primarily in research, so there should be scope to consider a service-oriented program providing support critically needed by CG centers in their work, or of special benefit to the national research systems.

- Is the mandate defined in commodity, factor or agro-ecological terms, or in terms of a specific geographic region? The CGIAR could decide to admit a regional program: it does, after all, count WARDA among its sponsored centers. However, the danger of political intervention in regional program management has always to be recognized.

- A rather ticklish criterion is that of regional balance. New associations should be reviewed to determine whether their addition to the portfolio would improve the coverage of needs in various portions of the world, or tend to concentrate the work of the Group in areas which may already have a sufficient share of attention.

10. Management and financial issues:

- The management strength of the institution should be judged sufficient that it could operate within the relatively free atmosphere of the CGIAR and meet the criteria normally applied with no changes in style or organization, or with changes that could be made without major difficulty.

- Financially, it is necessary to ask whether the center has support comparable with its needs, whether that support would continue under CGIAR sponsorship, and whether the act of extending CGIAR support would also offer possibilities of greater income for the CGIAR. In short, the question is how much of burden on the system the new initiative would be both in the long and short run. It should be recognized that these questions are almost impossible to answer definitively, so that decisions would have to be taken without certainty in these areas. An important aspect is the degree to which present funding is unrestricted and would be likely to continue so.

11. Criteria of this kind would need to be elaborated by TAC, and approved by the Group as a basis for proceeding to associate (or not to associate) individual centers with the Group. The application of some criteria might vary if it were decided to consider forms of association other than straightforward adoption for full support. In any case, a searching and careful process is indicated.

#### Some of the Existing Non-associated Centers

12. This paper looks at eleven institutions, three more than were identified in the TAC analysis of collaboration cited earlier. This does not exhaust the possibilities. Attachment 1 includes a basic sketch of each institution, developed jointly by the CG secretariat and the institution concerned. Table 1 on the next page summarizes some of the information in the attachment.

Table 1 : Key Features of Some Non Affiliated Institutions

Name, location and Establishment date	Mandate	Governance	International staff and 1987 contributions	Largest donors in '87 CGIAR donors a/ (percentage of total)
Asian Vegetable Research & Development Center (AVRDC) Taiwan, China, 1971	Improve nutritional quality & production potential of vegetables in humid and sub-humid tropics	Director general appointed by board of trustees. Half of total appointed by board; other half nominated by sponsoring countries.	23 \$5.4 million	Taiwan, China USAID (69%)  Five donors (36%)
International Board for Soil Research & Management (IBSRAM) Thailand, 1985	Promote improved & sustainable soil management technologies to reduce soil constraints to food and agriculture production.	Director General appointed by board of trustees. Board elects own members.	5 \$1.9 million	Canada, ODA (63%)  Seven donors (83%)
International Center for integrated Mountain Development (ICIMOD) Nepal, 1983	Promote progressive & effective development of highly vulnerable mountain ecosystems.	Directorate appointed by board of governors. Three members nominated by the host country, 7 elected from the region, 4 representing sponsors, & one nominated by UNESCO.	34 \$1.7 million	Germany (GTZ) (52%)  Five donors (28%)
International Center of Insect Physiology Kenya, 1970 (reconstituted in 1986)	Undertake research in aspects of insect life for the control of major crops & livestock pests and insect vectors responsible for tropical disease.	Director appointed by governing council, council elects own members - 2 host country, 8 sponsors, and 5 world wide.	50 \$8.3 million	IFAD, Sweden, UNDP, USAID, (55%)  Nine donors (51%)
International Center for Living Aquatic Resources Management (ICLARM) Philippines, 1977	Conduct & stimulate research on fisheries and other living aquatic resources to assist developing countries' nutritive, economic and social needs.	Director general appointed by board of trustees. Board nominates own members.	18 \$2.9 million	USAID (55%)  Eight donors (74%)
International Council for Research in Agro-Forestry (ICRAF), Kenya, 1978	Improve nutritional, economic and social well-being of people in developing countries by promoting agroforestry systems non-detrimental to environment.	Director General appointed by board of trustees. One appointed by host country, rest nominated by board.	34 \$4.2 million	Canada, Netherlands, Sweden, USAID (56%)  Nine donors (72%)
International Fertilizer Development Center (IFDC) USA, 1977	Research, development, and transfer of appropriate fertilizer technology to developing countries at lowest possible cost.	Managing director appointed by board of directors. Members nominated by the board - 7 from developing countries, 4 from host country, & 4 from other developed countries.	38 \$8.6 million	USAID (44%)  Four donors (60%)
International Irrigation Management Institute (IIMI) Sri Lanka, 1984	Strengthen national efforts to improve & sustain irrigation system performance through development and dissemination of management innovations.	Director general appointed by board of trustees. One member appointed by host country, rest nominated by the board.	29 \$4.3 million	Ford & IBRD (48%)  Eight donors (66%)
International Network for the Improvement of Banana and Plantain (INIBAP) France, 1984	Coordinate and stimulate research on improvement of bananas and plantains.	Director appointed by board of trustees. Charter provides policy making authority to donor support group.	3 \$0.7 million	Belgium, France and IDRC (98%)  Two donors (76%)
International Union of Forestry Research Organizations (IUFRO) Austria, 1973	Promote international cooperation in scientific studies related to forestry, including operations and products.	International council of members sets policy and appoints executive board.	3 \$0.5 million	Germany, USAID and IBRD (57%); rest from membership fees  One donor (4%)
International Trypanotolerance Center (ITC), Gambia, 1982	Research seeking to understand and utilize the natural resistance exhibited by West African livestock breeds to infection from trypanosomiasis.	(Information to be supplied at a later stage)		

a/ CG donors are defined as the specific agency or the funding source within a national agency which provided core contributions to the CGIAR centers in 1987. Annex provides details.

Source: Information provided by the institutions.

13. In terms of governance, most are modeled in the CGIAR mode, most recruit internationally for their staff and have attempted to have the same international status with their host countries as the CGIAR institutions. Areas where these institutions as a group begin to differ from CG institutions are their financial stability and program focus and/or mode of operations. Not much can be said without further investigation on the quality of research management or board performance. Lack of a CGIAR framework and perhaps a balancing donor such as the World Bank has clearly kept their financial structure unstable (para 15 below). Several of them have gone through financial crises, although none has had to close its doors. Most appear to have an autonomous board/independent institution structures similar to that of the CG centers. The process of appointing board members also appears to be similar with several important exceptions as shown in the above table.

14. Some institutions have adopted a network mode with very limited research capacity. Others tend to have more "project" than "core" type activities. In some cases there is a larger component of developmental as against research work. As the attachments point out in spite of these differences, it is clear that those institutions that have been around longer than three or four years have produced research results affecting the production of food.

15. Details of the funding composition are provided in the tabular annex. The pattern clearly shows that a substantial part of the total funding available to these eleven centers comes from twenty-two of the thirty-five CGIAR donors. The other thirteen CGIAR donors do not contribute. However, the sources within the donor agencies are multiple and so is the total number of donors. Collectively, some forty-eight donors were counted in 1987 including the twentytwo CG donors. The number of donors to an individual center varies significantly from three to twentyone. A related point is that most centers are dependent for the bulk of their financing on two or three donors; contributions from other donors are relatively small and perhaps unstable.

16. These generalizations on these eleven institutions should not imply that they belong in a group of some sort, other than to the set of activities outside of the CGIAR. Clearly AVRDC, IFDC, ICIPE have existed for about the same period as most CG institutions and are significantly different from the more recent institutions such as IIMI or IBSRAM.

#### Next Steps

17. The group can adopt one of several courses. One option is not to do anything beyond this discussion and leave expansion and/or modification in the set of institutions sponsored by the CGIAR to the priority setting process over the next several years. Another option would be to ask TAC to provide its scientific assessment of the merits of these institutions. The Group could in this scenario make its preliminary judgements known to TAC as to which institutions for governance or funding reasons are unlikely to be part of the CGIAR under any circumstances.

(An obvious example may be IUFRO which due to its structure as a council is not likely to be interested in CGIAR sponsorship and is preoccupied with the forestry research initiative.)

18. If it were desirable to consider the second option, the steps after an initial TAC examination could again follow two tracks.

- Look at each institution in depth, perhaps using the normal CGIAR review mechanisms of external reviews, a process that could last several years.

- Make preliminary judgements and adopt some centers with relatively quick reviews, but withhold the long-term decision until the normal CGIAR cycle either validates or negates the earlier judgement.

19. As a final note, the Group can consider whether as part of the expansion of ICW (agenda item 10, "Organization of future CGIAR meetings") these institutions should be invited to ICW for an exchange of views without prejudice to any on-going deliberations on their being sponsored by the CGIAR.



**1987 Donors' contributions to non affiliated institutions (in US \$ millions)**  
 (\* refers to CGIAR donor)

DONOR	TOTAL	AVRDC	IBSRAM	ICIMOD	ICIPE	ICLARM	ICRAF	IFDC	IIMI	INIBAP	IUFRO
ACIAR	0.026		0.026								
ADB	0.735	0.384	0.005			0.075			0.271		
APSF	0.024					0.024					
Australia *	0.162		0.054			0.107					
Bangladesh Agricultural Development Cooperation	1.200							1.200			
Belgium *	0.218									0.218	
Bhutan	0.010			0.010							
Canada *	1.350		0.707				0.643				
China *	0.050			0.050							
Denmark *	0.501				0.437	0.064					
EEC *	0.153			0.153							
EEC - bilateral			0.008		0.120						
FAO	0.033			0.010		0.023					
Ford Foundation *	2.477			0.230	0.565	0.209	0.259		1.214		
France *	0.504	0.065	0.117		0.066		0.041		0.215		
France - bilateral	0.267		0.100							0.167	
Germany - BMZ *	0.047					0.047					
Germany - GTZ	2.054	0.252	0.167	0.914	0.090	0.327	0.113	0.200			0.011
Hydraulics Res.	0.038								0.038		
IAEA	0.005				0.005						
IBPGR	0.034	0.034									
IDRC *	1.069	0.151		0.032	0.098	0.104	0.021	0.355		0.307	
IFAD *	1.579				0.989				0.590		
Japan *	0.336	0.270							0.066		
JSPS	0.005				0.005						
Kellogg Foundation	0.500							0.500			
Kenya	0.375				0.375						
Korea	0.195	0.195									
Near East Foundation	0.100						0.100				
Nepal (HMG)	0.023			0.023							
Netherlands *	0.589						0.476		0.113		
Netherlands - bilateral	0.566				0.566						
Nway *	0.688		0.040		0.386	0.013	0.248				
NU/STRC	0.015				0.015						
Pakistan	0.006			0.006							
Philippines *	0.163	0.163									
PROCOPA	0.030					0.030					
Rockefeller Brothers	0.025								0.025		
Rockefeller Foundation*	0.261				0.076			0.200	0.135		
SFIT/UNESCO	0.280			0.280							
SKAGGS	0.010					0.010					
Sweden *	1.076		0.008		0.746		0.322				
Sweden - bilateral	0.513						0.513				
Switzerland *	0.267						0.267				
Switzerland - bilateral	0.228				0.228						
Taiwan	2.361	2.361									
Thailand	0.267	0.242	0.025								
Toyota Foundation	0.032				0.032						
UK *	0.727		0.497		0.092	0.007			0.131		
UNDP *	0.679							0.950	0.009		
UNDP - regional	2.164				2.030	0.044		0.190			
UNEP *	0.030			0.030							
UNESCO	0.003			0.003							
USAID *	8.742	1.310	0.150		0.800	1.575	0.766	3.725	0.375	0.017	0.025
USAID - bilateral	1.397							0.070	0.190		
World Bank-Venture Fund	0.850								0.850		
World Bank-Projects	1.748				0.585	0.221	0.430	0.190	0.067		0.270
Other (small donors)	1.070							1.070			
Membership fees	0.230										0.230
Sub-total	38.641	5.428	1.905	1.740	8.306	2.881	4.198	8.650	4.289	0.708	0.536
Of which funding by CGIAR donors	22.097 57%	1.959 36%	1.574 83%	0.495 28%	4.255 51%	2.126 74%	3.043 72%	5.230 60%	2.848 66%	0.542 76%	0.025 4%
Total no of donors 1)	48	11	11	12	21	15	12	8	13	4	3
CGIAR donors	22	5	7	5	9	8	9	4	8	2	1

1) Although some donors have several sources of funding, they have been counted only once. There are also a number of additional small donors.

AF: Australian Pacific Science Foundation  
 AAEA: International Atomic Energy Agency  
 JSPS: Japan Society for the promotion of Science  
 PROCOPA: Programa Cooperativo Peruano

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ASIAN VEGETABLE RESEARCH AND DEVELOPMENT CENTER

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SECTION I GENERAL INFORMATION

1. MANDATE AND OBJECTIVES:

AVRDC's mandate is to improve the nutritional quality and production potential of vegetables in the humid and sub-humid tropics, and to upgrade through its training program the quality of the research, teaching and extension of personnel in developing countries.

2. LEGAL PERSONALITY:

AVRDC is an autonomous, philanthropic and non-profit organization.

3. CORPORATE AND INTERNATIONAL STATUS:

The Memorandum of Understanding and the Charter of the Center were signed in 1971 by its sponsors: Japan, Korea, the Philippines, Thailand, the United States, the Republic of Vietnam, the Republic of China and the Asian Development Bank. AVRDC is granted the privileges and immunities accorded to all international organizations.

4. GOVERNANCE:

Center activities are directed by a Director General who reports to the Board of Directors. The Center is administered by the Director General, the Deputy Director General, the Director of Administration and the Comptroller. All research is coordinated by three project leaders who share responsibilities for directing research and who report to the Director General.

5. PHYSICAL FACILITIES AND REGIONAL OFFICES:

AVRDC research facilities and fields are housed in a 116 hectare compound. AVRDC also has outposted senior scientists in Thailand and Niger as part of its regional research and training programs.

6. STAFF: (TOTAL NUMBER AND INTERNATIONAL):

AVRDC has 23 international staff members, and a support staff of 333.

## SECTION II RESEARCH

### 1. RESEARCH STRATEGY AND PROGRAMS:

The research and development activities of the AVRDC are multi-disciplinary. The three principal divisions are each coordinated by a program director; namely Crop Improvement Program, Production Systems Program, and Development Program.

The development, disease screening, characterization, and field evaluation of germplasm; the development of unique production methods to optimize yield and quality and the preparation and distribution of germplasm are all intertwined functions of the team approach to research at AVRDC.

The Development Program is responsible for the delivery of technological information, the upgrading of national vegetable extension and research programs through training and cooperative programs, and the influencing of policy makers to improve human nutrition or income generation through vegetable production and marketing.

### 2. STAFF BREAKDOWN BY RESEARCH PROGRAMS:

- A. Crop Improvement Program: 9 Ph.D; 21 M.S.; lab and field staff of 104 Genetic Resources and Seed Unit: 1 Ph.D; 3 M.S. lab and field staff of 12.
- B. Production Systems Program: 4 Ph.D.; 6 M.S., lab and field staff of 38.
- C. Development Program: 2 Ph.D.; 1 M.S. lab and field staff of 10.

### 3. IMPACT AND ACHIEVEMENTS:

AVRDC has developed heat tolerant, bacterial wilt resistant tomatoes which now allow farmers in the tropics to produce this important vegetable through the entire year. Heat tolerant Chinese cabbage, mungbeans and soybeans of reduced sensitivity to photoperiod, greater earliness and uniformity have also been major achievements which have benefited tropical growers. Improved sweet potatoes and Irish potatoes have also been developed by this Center for tropical conditions, although Irish potato is no longer an AVRDC principal crop.

The AVRDC has developed a wide array of production technologies to help overcome the physical and environmental constraints of growing vegetables in the tropics. Formulation of the best management practices within the

socio-economic capability of the small holder, and presentation of the information in a form usable to national program workers requires a broad understanding of the edaphic, climatic and technological situation. The Center serves as a worldwide source of information on production of vegetables in the tropics and has sponsored seven and co-sponsored 12 international symposia on vegetables. More than 530 scientists, extension workers and graduate students from 40 countries have attended AVRDC training courses.

#### 4. EXTERNAL REVIEWS:

AVRDC has had three external reviews, the first in 1974 focused on the assessment of AVRDC's programs, objectives and general management procedures; the second in 1981 focused on the evaluation of research programs across the Center; and the most recent in 1984 focused on future directions of research and development activities and reorganization of programs and management systems.

#### 5. RELATIONSHIPS WITH CGIAR CENTERS:

(p) past; (c) continuing, ongoing 1987; (f) future plans. MOU - Memorandum of Understanding (or Agreement)

CIAT	Screening at AVRDC for beanfly resistance in common bean (c)
CIP	Collaboration on sweet potato research (c)
IBPGR	Germplasm work on e.g. mungbean, sweet potato, Chinese cabbage (c) (IBPGR also funded upgrading AVRDC's seed storage facilities)
IITA	MOU on cooperation in improvement of crops, cultivation practices and cropping systems (c)  Exchange of materials and information on sweet potato and soy bean (c); cooperation on sweet potato virus research (c); and screening at AVRDC for beanfly resistance in cowpea (c)
IRRI	MOU on exchange of scientists, materials and information; on participation in meetings and training activities; and, on co-publishing of research results (c)  Cooperation in Asian rice-based cropping systems project (c)

### SECTION III BOARD OF DIRECTORS

#### COMPOSITION:

The Board is made up of representatives named by participating governments and up to eight Board members named by the Board itself. The national representatives serve on the Board at the pleasure of their Governments, and are otherwise not limited to a specific term of service. Board-elected members serve four-year terms and are not eligible for re-election. The Chairman is elected by the Board.

#### RESPONSIBILITY/AUTHORITY/RESTRICTIONS:

The Board has the power and duty to formulate policies guiding the program, to review and approve program and budgets submitted by the Director General, and to concurrently monitor the progress of the Center and its finances.

#### DONOR SUPPORT GROUP:

AVRDC does not have a Donor Support Group.

### SECTION IV : FUNDING AND EXPENDITURES

1. The table below is a summary of AVRDC's funding and expenditures (in US \$ million) during the 1984-1988 period.

	1984 actual	1985 actual	1986 actual	1987 est.	1988 planned
Funding	4.3	4.9	5.4	6.6	6.5
of which applied to:					
Core unrestr.	3.1	3.4	4.1	4.9	4.8
Core restr.	0.2	0.5	0.2	0.3	0.3
Special projects	1.0	1.0	1.1	1.4	1.4
Total	4.3	4.9	5.4	6.6	6.5

2. In 1987 AVRDC was supported by 11 donors contributing \$ 5.4 million. Five of these donors, contributing \$ 2.0 million or 36% of the center's donations, are CGIAR donors. Two donors, Taiwan and USAID, contributed \$ 3.7 million or 69% of the donations AVRDC.

SOURCES: External Review Documents, 1984  
TAC Survey of Collaboration and Other Relationships  
Between CGIAR and NON-CGIAR Centers

INTERNATIONAL BOARD FOR SOIL RESEARCH AND MANAGEMENT

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P.O. Box 9-109  
Bangkhen - Bangkok 10900  
Thailand

SECTION I GENERAL INFORMATION

1. MANDATE AND OBJECTIVES:

IBSRAM was established to promote improved and sustainable soil management technologies in order to remove or reduce soil constraints to food and other agricultural production in developing countries. IBSRAM aims at bridging the gap between crop research conducted in international agricultural research centers and soil research undertaken by national research organizations

2. LEGAL PERSONALITY: IBSRAM is an autonomous, nonprofit organization.

3. CORPORATE AND INTERNATIONAL STATUS: IBSRAM was incorporated as a legal entity in Australia. The Thai Cabinet recognized IBSRAM as an international organization and on November 1985, a memorandum of understanding was signed by the Department of Land Development of Thailand granting IBSRAM privileges for conducting its activities. Negotiations are under way with the Thai government in order to obtain full rights and privileges of a nonprofit international organization.

4. GOVERNANCE:

IBSRAM is administered by a Director General, an administrative officer, two coordinators and an editor.

5. PHYSICAL FACILITIES AND REGIONAL OFFICES:

IBSRAM's headquarters is located in the main building of the Department of Land Development. Two regional coordination offices are being sought in Africa for two regional networks.

6. STAFF: (TOTAL NUMBER AND INTERNATIONAL)

In 1986 IBSRAM had a staff of ten -- five senior staff and five support staff.

## SECTION II RESEARCH

### 1. RESEARCH STRATEGY AND PROGRAMS:

IBSRAM's work program is accomplished through soil management networks which validate or test existing knowledge of soil management and promote applied soil management research by national agronomic institutions. The three priority targets for these networks are:

- Management of Vertisols
- Management of Acid Tropical Soils
- Tropical Land Clearing for Sustainable Agriculture

Three regional networks are underway:

- Management of Vertisols under Semi-Arid Conditions in Africa (MOVUSAC)
- Land Development and Management of Acid Soil in Africa (AFRICALLAND)
- Land Development and Soil Management in Asia and the Pacific (ASIALAND)

### 2. BREAKDOWN OF STAFF BY PROGRAMS:

MOVUSAC: 1 coordinator  
AFRICALLAND: 2 coordinators  
ASIALAND: 1 coordinator  
Support and Administration: 4 senior staff

### 3. IMPACT AND ACHIEVEMENTS:

IBSRAM soil management networks began in 1987. The main impact and achievements related (a) to dissemination of information through seven workshops - seven Proceedings published, 330 participants from 43 developing countries -- and through publication of an IBSRAM newsletter - 3,000 copies disseminated (b) to the organization of three regional soil management networks with development of programs by 15 NARS related to these networks; and (c) to training of staff of NARS. In order to obtain these achievements IBSRAM has had to develop its own organization which is now reaching an equilibrium point.

### 4. EXTERNAL REVIEWS:

No external review has yet taken place but provision for external reviews is included in the understanding of the IBSRAM support group, and it is expected that a review may take place in two or three years time when the regional network will have obtained results.

### 5. RELATIONSHIPS WITH THE CGIAR CENTERS:

(p) past; (c) continuing, ongoing 1987; (f) future plans.

ICRISAT      Joint organization of Workshop on Vertisols and participation of ICRISAT staff in IBSRAM meetings (p)

Use of ICRISAT scientist for IBSRAM consultancy on establishment of Vertisols network (p)



Participation of ICRISAT staff on training courses (c)  
organization of training course (f)

IITA            Joint organization of Workshop on Land Clearing (p) and  
                 participation of IITA staff in IBSRAM meetings (c)

Training course in IITA (c)

ILCA            Joint organization of Workshop on Vertisols - Africa  
                 (p) and participation of ILCA staff in IBSRAM meetings (c)

IRRI            Participation of IRRI staff as resource persons in  
                 Workshop on Soil Management in Asia (p)

### SECTION III    BOARD OF DIRECTORS

#### 1. COMPOSITION

The Board of Trustees is composed of ten members plus the director as an ex-officio member. They come from developed and developing countries involved in the IBSRAM activities and are elected for three years with a possible one-term extension by the active members of the Board.

2. RESPONSIBILITIES/AUTHORITY/RESTRICTIONS: The Board of Trustees is the executive and policy making body which has primary responsibility for IBSRAM.

#### 3. DONOR SUPPORT GROUP:

IBSRAM has established a Donor Support Group to form an official link between the organization, its Board of Trustees and donors. The Support Group meets annually. The current Chairman is H. Jochen de Haas of BMZ.

#### SECTION IV : FUNDING AND EXPENDITURES

1. The table below is a summary of IBSRAM's funding and expenditures (in US \$ million) during the 1984-1988 period.

	1984 actual	1985 actual	1986 actual	1987 est.	1988 planned
Funding	0.16	0.46	0.70	1.90	2.14
of which applied to:					
Core unrestr.	0.13	0.29	0.28	0.38	*
Core restr.	0.03	0.04	0.32	1.41	*
Special projects	--	0.13	0.10	0.11	*
Total	0.16	0.46	0.70	1.90	2.14

\* Not provided.

2. In 1987 IBSRAM was supported by 11 donors contributing \$ 1.9 million. Seven of these donors, contributing \$ 1.6 million or 83% of the center's donations, are CGIAR donors. Two donors, Canada (CIDA) and the UK, contributed \$ 1.2 million or 63% of the donations to IBSRAM.

SOURCES: IBSRAM Highlights 1986  
TAC Survey on Collaboration and Other Relationships Between  
CGIAR and NON-CGIAR Centers, September 1987

CGIAR Secretariat  
March 1988

[Note: This has been prepared by the CGIAR Secretariat  
in consultation with the concerned institution.]

INTERNATIONAL CENTER FOR INTEGRATED MOUNTAIN DEVELOPMENT  
G.P.O Box 3226  
Kathmandu, Nepal

SECTION I GENERAL INFORMATION

1. MANDATE AND OBJECTIVES:

The fundamental purpose of ICIMOD is the promotion of the progressive and effective development of mountain communities through policies and programs which integrate essential modern development technologies with effective and sustainable resource management of highly vulnerable mountain ecosystems.

Though fully international in its concerns, the Centre focuses its limited financial and professional staff resources on the specific, complex and practical problems of the Hindu Kush-Himalaya.

The specific objectives of ICIMOD are:

the organized exchange of knowledge, across national frontiers, on practical experiences with the implementation of policies, programmes and projects in integrated mountain development with built-in and sustainable environmental management.

the translation of existing knowledge about the techniques and methods of integrated mountain development into practical training programmes and institutional development.

the mobilization on an international scale of applied research capacity to build increased practical understanding of specific problems of mountain development and mountain ecology.

the promotion of the international exchange of expertise in the fields relevant to development and environmental conservation in mountain regions.

2. LEGAL PERSONALITY: ICIMOD operates as an autonomous, non-profit institution, international in character and nonpolitical in management, staffing and activities.

3. CORPORATE AND INTERNATIONAL STATUS: ICIMOD was established in 1983 under the sponsorship of the governments of Nepal, Switzerland, the Federal Republic of Germany and UNESCO. The government of Nepal has granted it all privileges and immunities accorded to organizations with international status.

4. GOVERNANCE: ICIMOD is comprised of two principal organs: the Board of Governors and a Directorate, the Director and Deputy Director being appointed by the Board. The Director administers the Center and is responsible to the Board for the operation and management of the Center.

5. PHYSICAL FACILITIES AND REGIONAL OFFICES:

ICIMOD is currently located in nine buildings forming a small but attractive campus. Although ICIMOD does not have regional offices, the Centre operates through existing institutions in the region.

6. STAFF (TOTAL NUMBER AND INTERNATIONAL):

Total:	104
Professional & Scientific Int'l. staff	34
Admin & Auxiliary staff	70

SECTION II RESEARCH

1. RESEARCH STRATEGY AND PROGRAMS:

ICIMOD's research functions are to accumulate, evaluate, synthesize and integrate knowledge and experience concerning ecologically sound mountain development with special emphasis on the problems of the Hindu Kush-Himalayas. Apart from identifying critical gaps in knowledge ICIMOD also seeks to directly contribute to the development of effective resource management strategies for highly vulnerable habitats through policy studies development of practical training programmes, monitoring and evaluating of programme and project implementation. ICIMOD acts as a repository for multi-disciplinary documentation particularly the "grey literature" on mountain development and actively undertakes information dissemination.

2. BREAKDOWN OF STAFF BY PROGRAMS:

The Centre has a long term operational staff of about 25 professionals recruited by the Director mainly but not exclusively from the countries of the Hindu Kush-Himalayan region. The professional staff of the Centre is organized into four Divisions:

- Mountain Farming Systems
- Mountain Environmental Management
- Mountain Infrastructure Development
- Mountain Institutional Development

There are also three support programmes: Documentation and Communication, Data Processing and Research Support.

3. IMPACT AND ACHIEVEMENTS:

The cooperative response to the Centre's programmes from government departments and agencies, university departments and international organizations has been enthusiastic and welcoming throughout this mountain region. The Centre's major achievement so far has been to establish itself firmly on the "institutional map" of these mountains. It has assembled over 200 scientists and policy makers from the region and outside to discuss various aspects of integrated mountain development, completed a major publication programme of six workshop reports, eight occasional papers, and assisted in publication of three books and five working papers. The Centre has also provided short-term expertise to various national and international agencies active in the Hindu Kush-Himalaya Region, and is actively engaged in multi-disciplinary documentation and information dissemination.

#### 4. EXTERNAL REVIEWS:

No formal reviews have been organized so far. A consultative exercise between ICIMOD Board of Governors and eminent scientists and policy makers from the region and outside was organized in May 1987 for a "consultative review" of the Centre's Programmes and progress.

#### 5. RELATIONSHIPS WITH CGIAR CENTERS:

Over the past three years an increasing number of scientists from the CGIAR centers (IRRI, ICRISAT and CIP) and non-CGIAR centers (ICRAF and IIMI) have visited ICIMOD. The Directors General of ICRISAT and IIMI have visited the centre and discussed centre programmes with professional staff.

### SECTION III BOARD OF DIRECTORS

#### 1. COMPOSITION:

Under the Statutes, the Board of Governors consists of: three appointed by the Government of Nepal as the host country, one appointed by the Director General of UNESCO, seven elected from the seven participating countries of the region, and four elected to represent the sponsors, plus the director as an ex-officio member.

Currently the Board has 11 members, and the current Chairman (elected at each meeting) is the Board member from Switzerland. The Board meets twice annually to review progress and to approve the overall work programme and budget.

#### 2. RESPONSIBILITIES/AUTHORITY/RESTRICTIONS:

ICIMOD operates under the authority of the Board, which governs the Center in all matters.

#### 3. DONOR SUPPORT GROUP:

ICIMOD does not as yet have a formal Donor Support Group. HMG Nepal agreed to host this new international Centre and the Federal Republic of Germany and the Government of Switzerland agreed to join HMG Nepal as the founding financial sponsors. The Governments of Bhutan, the People's Republic of China, India and Pakistan have also joined the founding financial sponsors in providing the core financial support which now exceeds one million dollars annually.

#### SECTION IV : FUNDING AND EXPENDITURES

1. The table below is a summary of ICIMOD's funding and expenditures (in US \$ million) during the 1984-1988 period.

	1984 actual	1985 actual	1986 actual	1987 est.	1988 planned
Funding	0.55	1.08	1.46	1.98	2.22
of which applied to:					
Core unrestr.	0.55	1.04	1.18	1.28	1.22
Core restr.	--	--	--	0.25	1.00
Special projects	--	0.04	0.28	0.45	--
Total	0.55	1.08	1.46	1.98	2.22

2. In 1987 ICIMOD was supported by 12 donors contributing \$ 1.70 million. Five of these donors, contributing \$ 0.5 million or 28% of the center's donations, are CGIAR donors. One donor, Germany (GTZ), contributed \$ 0.9 million or 52% of the donations to ICIMOD.

SOURCES: ICIMOD Statutes, December 1983

CGIAR Secretariat

March 1988

[Note: This has been prepared by the CGIAR Secretariat in consultation with the concerned institution.]

INTERNATIONAL CENTRE OF INSECT PHYSIOLOGY AND ECOLOGY  
P.O.Box 30722  
Nairobi, Kenya

SECTION I GENERAL INFORMATION

1. MANDATE AND OBJECTIVES:

The primary concerns of the ICIPE are firstly, to undertake high quality research in several critical aspects of insect life which would lead to the design of novel methods for the control of major crop and livestock insect pests, as well as insect vectors responsible for tropical diseases crucial to rural health (especially in Africa), on a long-range, selective manner within an acceptable ecological framework; and secondly, to strengthen scientific and technological capacities of developing countries in the field of insect science and its application, through training and interactive collaboration.

Within the above mandate, ICIPE's five principal objectives are to:

- a) Undertake fundamental research on selected pests and apply this knowledge to the problems of integrated pest and vector management systems;
- b) Establish research cooperation with IARCs, advanced laboratories world wide and with national programs in Africa to facilitate research and testing;
- c) Provide advanced training in research methods and techniques for pre-doctoral and post-doctoral fellows;
- d) Provide an international forum for discussion on advances in insect science and management strategies through symposia, conferences and training workshops;
- e) Promote the growth of the scientific community in the tropics, especially in Africa, by its relationships with universities and research institutions.

2. LEGAL PERSONALITY: ICIPE is an autonomous international research and training center.

3. CORPORATE AND INTERNATIONAL STATUS: Initially, the ICIPE was incorporated in Kenya under the Companies Act, with an international mandate as a non-profit company limited by guarantee and not have a share capital. Since November 1986, its legal status is established by an international charter signed by subscribing Governments, constituting the ICIPE as an international research and training institute, with a world headquarters in Nairobi in the Republic of Kenya with full international legal status and personality as an autonomous non-profit institute.

#### 4. GOVERNANCE:

The principal policy making organ is the Governing Council. The Director is the Chief Executive. He is charged with the responsibility of carrying out the mandate of the center, within the policies and regulations promulgated by the Council. Historically, the ICIPE Foundation, an organization of national academies of science and other learned societies based in Sweden, provided the Centre with a strong intellectual support.

#### 5. PHYSICAL FACILITIES AND REGIONAL OFFICES:

ICIPE headquarters is located at Duduville (12km from Nairobi). Mbita Point Field Station is the main field facility, with an associated research site at Yngove. Other research sites exist at Nguruman Escarpment - Masailand, Lambwe Valley, Machakos, Marigat, Mariakani, Rusinga Island and Muhaka. There are also resident teams based at IRRI and IITA.

#### 6. STAFF: (TOTAL NUMBER AND INTERNATIONAL)

International Professional staff	50
Professional staff	40
Postdoctoral research fellows	20
Technical and Administrative	370
Total	480

### SECTION II RESEARCH

#### 1. RESEARCH STRATEGY AND PROGRAMS:

The ICIPE's research strategy is to generate sound scientific information that would lead to low-cost and viable pest management technologies for selected target pests, relevant to locale specific socio-economic situations which will help farmers increase food production, and improve the health of rural communities in the tropics. The ICIPE's second main strategy is to ensure the sustainability of the technologies developed in the long-term and is therefore committed to seeing a growing community of indigenous scientists with expertise in insect science. Hence training and interactive linkages with national programs are an important integral part of the scientific program of the ICIPE.

Within the above strategies, the ICIPE's activities are in the following program areas:

- Crop Pests Research Program
- Livestock Ticks Research Program
- Tsetse Research Program
- Medical Vectors Research Programme
- Social Science Interface Research
- Institutional Building and Interactive Research Unit  
(formerly known as outreach and training unit)

#### 2. BREAKDOWN OF STAFF BY PROGRAMS:

Crop Pests	78
Livestock Ticks	29
Tsetse	18
Institutional Building	10
Medical Vectors	18
Research Support Units	59
Research Support Services	83
Information	21
Management & General Operations	154



### 3. IMPACT AND ACHIEVEMENTS:

Within ICIPE's Crop Pests Research Programme, studies have led to:

- a) the development and standardization of methodologies for investigating and evaluating both plant resistance and insect resistance to target crops as well as effective utilization of intercropping.
- b) the identification of borer resistant cultivars
- c) the identification and culturing of promising biological control agents
- d) the development and improvement of insect mass rearing techniques of two major pests of maize and sorghum
- e) the depression of levels of insect pestilence in crop fields by upgrading the traditional intercropping practices.

Within the Livestock Pests Programme (tsetse and ticks) studies have led to:

- a) the identification of a potent attractant for tsetse flies and the development of an effective ICIPE Super Tsetse Trap;
- b) the development of a tsetse population model for the prediction of seasonal tsetse population changes;
- c) the location of natural larviposition sites and the identification of pupal parasites;
- d) the establishment of major leishmania vectors and parasites which have identified sandfly breeding sites

As regards training, the ICIPE launched in 1983 the African Regional Postgraduate Programme in Insect Science. Working with a consortium of 14 African universities, the ICIPE has established a Ph.D. programme at the centre with the universities monitoring the academic content and awarding degrees. At the present time there are forty students registered from 13 African countries.

Other training activities have continued, namely the Research Associateship Scheme, the International Group Training Courses and the continuous series of courses on Insect Growth, Development and Behavior. Over 500 national programme scientists from over 40 developing countries have participated in these courses.

### 4. EXTERNAL REVIEWS:

Numerous donor and individual reviews have been undertaken since the ICIPE's inception including two Joint TAC/CGIAR Missions in 1975 and 1977. Since, the Sponsoring Group for the ICIPE and the Governing Council have instituted a regular schedule of triennial reviews. The First Triennial Review took place in 1983; the second in 1986 and the Third Review is planned for 1989.

### 5. RELATIONSHIPS WITH CGIAR CENTERS:

(p) past; (c) continuing, ongoing 1987; (f) future plans; MOU Memorandum of Understanding.

CIMMYT Cooperation in research on resistance to stemborers in maize (c)

ICRISAT MOU on collaborative research and training and exchange of scientists, materials, facilities and information (c)

IFPRI	Research cooperation on pest management and other biological aspects in sugarcane farming systems (c)
IITA	MOU on exchange of scientists, materials, facilities and information, regarding training (c)
ILCA	Cooperative training program (p)
ILRAD	Research cooperation under interim agreements (p), MOU being finalized (c,f)
IRRI	MOU on exchange of scientists, materials, facilities and information, regarding training (c)
ISNAR	Considering cooperation in research management training (f)
WARDA	MOU on exchange of scientists, materials, facilities and information, regarding training (c)

### SECTION III BOARD OF DIRECTORS

#### 1. COMPOSITION:

There are sixteen members of the Governing Council. Council members are selected for their experience with due regard to geographical distribution, and include expertise in science policy, various disciplines in insect science and related sciences, and R & D institutional and resource management. The ICIPE's Executive director is an ex-officio member.

#### 2. RESPONSIBILITIES/AUTHORITY/RESTRICTIONS:

The Governing Council has responsibility for approving ICIPE's scientific programs and resource allocation, and monitors the execution of these programs.

#### 3. DONOR SUPPORT GROUP:

In 1980 ICIPE donors established the Sponsoring Group for the ICIPE (SGI) with a Secretariat hosted by the World Bank. The SGI meets twice a year to review, advise and concur on ICIPE policies, programs and goals and to review proposed biennial budgets.

The current Chairman of the SGI is Professor G. Edward Schuh, formerly Director of the Department of Agriculture and Rural Development at the World Bank, and currently Director of the Humphrey Institute for Public Affairs of the University of Minnesota.

#### SECTION IV : FUNDING AND EXPENDITURES

1. The table below is a summary of ICIPE's funding and expenditures (in US \$ million) during the 1984-1988 period. Grants which were received by the Institute for its capital development programme are not included in the amounts.

	1984 actual	1985 actual	1986 actual	1987 est.	1988 planned
Funding	6.5	7.7	7.6	8.3	8.1
of which					
applied to:					
Core unrestr.	3.3	3.9	3.7	4.0	*
Core restr.	3.2	3.8	3.9	4.3	*
Total	6.5	7.7	7.6	8.3	8.1

\* Not provided

2. In 1987 ICIPE was supported by 21 donors contributing \$ 8.3 million. Nine of these donors, contributing \$ 4.2 million or 51% of the center's donations, are CGIAR donors. Four donors, IFAD, Sweden (SAREC), UNDP and USAID contributed 4.6 million or 55 % of ICIPE's donations.

SOURCES: Strategic Plan for the ICIPE, 1987-89  
TAC Survey on Collaboration and Other Relationships  
Between CGIAR and NON-CGIAR Centers, September 1987

CGIAR Secretariat

March 1988

[Note: This has been prepared by the CGIAR Secretariat  
in consultation with the concerned institution.]

INTERNATIONAL CENTER FOR LIVING AQUATIC RESOURCES MANAGEMENT  
MCC PO Box 150  
Makati, Metro Manila  
Philippines

SECTION I GENERAL INFORMATION

1. MANDATE AND OBJECTIVES:

ICLARM's mandate, as stated in the Center's Articles of Incorporation, is to conduct and stimulate research on all aspects of fisheries and other living aquatic resources to assist the people of developing countries to meet their nutritive, economic and social needs. The Center's program of work which consists of research, training and information dissemination, is aimed to resolve critical technical, economic and social constraints to increased production, improved resource management and more equitable distribution of benefits from living aquatic resources in economically developing countries.

2. LEGAL PERSONALITY: ICLARM is organized as a non-stock, philanthropic and non-profit corporation under the laws of the Philippines. It is organized exclusively for charitable, educational and scientific purposes and to operate an international aquatic resources center. The principal office of the corporation is established in Makati, Metro Manila, Philippines.

3. CORPORATE AND INTERNATIONAL STATUS: ICLARM was incorporated on 20 January 1977 under Philippine law. A Presidential Decree for tax exemptions in the Philippines was approved in 7 March 1977. All Presidential Decrees are currently under review by the Philippine government. In addition to other specific cooperative research and information exchange agreements with numerous organizations, both governmental and non-governmental, around the world, ICLARM also has long-term host country agreements with the governments of Malawi and the Solomon Islands with benefits for the Center similar to those granted by the Government of the Philippines.

4. GOVERNANCE:

The Board of Trustees is the principal policy making organ. Trustees are selected for three year terms by Members of the Corporation. The Board of Trustees who also act as Members of the Corporation, which is the principal policy making organ. The Director General is responsible for directing the activities of the Center and reports to the Board.

5. PHYSICAL FACILITIES AND REGIONAL OFFICES:

ICLARM is headquartered in Manila, Philippines in rented office facilities. Land for headquarters has been granted to ICLARM by the University of the Philippines and funding is being sought for a headquarters building. An ICLARM Coastal Aquaculture Center is operational in the Solomon Islands, in addition to numerous other cooperative research projects with national institutions worldwide. The Center is seeking funds for both an Aquaculture Genetics Unit and an Integrated Farming Unit, both of which will be established in Southeast Asia at the core of international networks. These aquaculture facilities will occupy leased land, as does the Coastal Aquaculture Center.

## 6. STAFF (TOTAL NUMBER AND INTERNATIONAL)

Total staff number 58, of whom 18 are senior professional, 12 are mid-level professional and 28 are support staff. The senior professional staff come from nine different countries.

## SECTION II RESEARCH

### 1. RESEARCH STRATEGY AND PROGRAMS:

ICLARM's program of work is aimed at improving the efficiency and productivity of culture and capture fisheries, enhancing the management of coastal fisheries and environments, and upgrading quality of life through improvement of small-scale rural subsistence and market fisheries and aquaculture. It pursues these objectives in four program areas: aquaculture; resource assessment and management; education and training; and information.

### 2. BREAKDOWN OF STAFF BY PROGRAM:

	Senior Professional	Mid-level Professional	Support	Total
Aquaculture	7	2	2	11
Resource Assessment & Managemt.	7	5	8	20
Educ.& Training	1		1	2
Information	1	2	10	13
Administration	2	3	7	12

### 3. IMPACT AND ACHIEVEMENTS:

Much of ICLARM's basic research on improved fisheries management and aquaculture practices is directed to the research and management "community", so measurement of impact is indirect. Some major visible achievements include:

- The development of extremely cost-effective fisheries management tools, now in use in over 30 countries worldwide.
- Interdisciplinary studies on small-scale fisheries and related poverty issues, which have been used as models by various national research groups and acted upon by others.
- Establishment of several networks with associated training schemes, which have significantly elevated the status of fisheries biological and social sciences in developing countries.
- Development of superior methods for integrating fish and livestock production systems, demonstrating potential five-fold increases in fish production.
- Evolution of ICLARM into one of the most productive publishers and disseminators of high quality fisheries science literature worldwide.

### 4. EXTERNAL REVIEWS:

USAID, 1980	Reviewed full core program
USAID, 1982	Reviewed full core program
IDRC of Canada, 1987	Reviewed Asian Fisheries Social Science network which is coordinated by ICLARM
ADAB & USAID, 1988	Combined donor review of full core program
USAID/ASEAN, 1988	Review of Coastal Resources Management Project which is coordinated by ICLARM

5. RELATIONSHIPS WITH THE CGIAR CENTERS:

(p) past; (c) continuing, ongoing 1987; (f) future plans; MOU Memorandum of Understanding..

ICRISAT	Considering integration of aquaculture in African farming systems (ISC) (f)
IFPRI	MOU "to explore collaborative opportunities (f)
IRRI	Collaborative research on rice-fish culture - Asia (c,f)

SECTION III BOARD OF DIRECTORS

1. COMPOSITION:

The Board of Trustees is made up of fifteen members, including the Director General. One seat on the Board is currently vacant. Trustees, who are appointed by Members of the Corporation, serve for a maximum of two three-year terms. Current Trustees come from 10 different countries. Potential new trustees are proposed to the Corporation by the Nominating Committee of the Board of Trustees.

2. RESPONSIBILITY/AUTHORITY/RESTRICTIONS:

The Board of Trustees has responsibility for administration of ICLARM on behalf of the Corporation. The Board acts as the policy making body of the Center, approves program activities, passes upon the budget, reviews the financial condition of the Center, reviews and evaluates progress reports of the Director General and of the standing committees (Program and Finance) including recommendations regarding business and control of properties owned or held by the Center. The Board can delegate power to the Executive Committee of the Board of Trustees.

3. DONOR SUPPORT GROUP:

The ICLARM Donor Support Group, formed in 1986, is currently chaired by Mr. Tim Rothermel, Director, Division for Global and Inter-regional Projects of UNDP. The primary purpose of the Support Group is to provide a mechanism and venue for communication and consultation concerning ICLARM's research program and financial requirements amongst those organizations that provide financial and in-kind support to ICLARM. The Support Group is independent from but advisory to the Center's Board of Trustees, and meets annually, usually at the mid-year (May) meeting of the CGIAR.

1. The table below is a summary of ICLARM's funding and expenditures (in US \$ million) during the 1984-1988 period.

	1984 actual	1985 actual	1986 actual	1987 est.	1988 planned
Funding	1.5	1.3	2.2	3.1	3.7
of which applied to:					
Core unrestr.	1.0	0.5	1.1	0.9	*
Core restr.	0.5	0.8	0.9	1.3	*
Special projects	—	—	0.2	0.9	*
Total	1.5	1.3	2.2	3.1	3.7

\* Not provided

2. In 1987 ICLARM was supported by 15 donors contributing \$ 2.9 million. Eight of these donors, contributing \$ 2.1 million or 74% of the center's donations, are CGIAR donors. One donor, USAID, contributed \$ 1.6 million or 55% of ICLARM's donations.

SOURCES: ICLARM REPORT 1986  
TAC Survey on Collaboration and Other Relationships Between  
CGIAR and NON-CGIAR Centers, September 1987

CGIAR Secretariat  
March 1988

[Note: This has been prepared by the CGIAR Secretariat  
in consultation with the concerned institution.]

INTERNATIONAL COUNCIL FOR RESEARCH IN AGROFORESTRY  
P.O. Box 30677  
Nairobi, Kenya

SECTION I GENERAL INFORMATION

1. MANDATE AND OBJECTIVES:

ICRAF's mandate is to improve the nutritional, economic and social well-being of the peoples of developing countries by the promotion of agroforestry systems designed to result in better land use without detriment to the environment. ICRAF fulfills its objectives through acting as an international catalyst of agroforestry research. As such ICRAF initiates, promotes, stimulates and supports research for the development of appropriate agroforestry systems and technologies.

2. LEGAL PERSONALITY: ICRAF is an autonomous, non-profit international council with full juridical personality.

3. CORPORATE AND INTERNATIONAL STATUS: ICRAF was chartered in 1978 with IDRC as the Executing Agency, the Cooperative Republic of Guyana, the Government of the Republic of Senegal and the Government of Canada. The Swiss Development Corporation and the Dutch Ministry of Development Cooperation were the initial co-sponsors. ICRAF has been granted the privileges and immunities accorded to other international non-profit agencies, by the government of Kenya.

4. GOVERNANCE:

ICRAF is governed by an International Board of Trustees. The Director General directs the activities of the Council.

5. PHYSICAL FACILITIES AND REGIONAL OFFICES:

The Council inaugurated its new headquarters building in September 1987 in Nairobi. ICRAF has outposted staff to project offices in Malawi, Zambia, Rwanda, Cameroun and Maseno (Kenya). There is also a 40 ha research station at Machakos (Kenya).

6. STAFF: (TOTAL NUMBER AND INTERNATIONAL)

ICRAF has a total staff of 136 (including 34 international and 29 seconded and locally recruited professional staff).

SECTION II RESEARCH

1. RESEARCH STRATEGY AND PROGRAM:

ICRAF's program is:

- to apply a multidisciplinary and analytical systems approach in the development of the agroforestry discipline and to maintain ICRAF's global lead position in this process;



- to assist in building national institutional capability to design and implement relevant agroforestry research programs;
- to collaborate with national and other international institutions in identifying and developing promising agroforestry technologies.

In order to efficiently implement its program of work, ICRAF is organized into four Divisions: Research Development, Collaborative Programs, Information and Communications, and Finance and Administration.

## 2. STAFF BREAKDOWN BY PROGRAMS:

Research Development:	14 international (including 4 seconded/visiting) and 14 medium/junior research assistants (including 7 seconded).
Collaborative Programs:	15 international and 6 medium/junior research assistants (including 4 secondments).
Information & Commun.	3 international and 5 junior technical assistants (including 1 secondment).
Management/Finance/Admin.	2 international and 4 medium technical assistants.

## 3. IMPACT AND ACHIEVEMENTS:

- built a multidisciplinary organization to analyze land use problems and develop agroforestry solutions;
- laid a solid scientific foundation for the discipline of agroforestry;
- systematically collated and synthesised information on major agroforestry systems;
- developed and extensively tested a land use diagnostic and design methodology;
- derived and consolidated information about field methodology for assessing woody species;
- developed sets of designs for agroforestry field experiments for AFRENA and other sites, the basis for the design process has been firmly established;
- developed economic methods for studying and evaluating agroforestry land use systems;
- conducted 9 international workshops and 3 national seminars;
- launched the agroforestry research networks for Africa (AFRENA) program
- assisted in the design and/or implementation of 17 collaborative projects in Southeast Asia, South Asia, Africa and Latin America;
- established 3 major computer-based data bases on MPT, environment and library;
- established a facility to answer questions about agroforestry;
- conducted seven 3-week training courses for 180 research scientists and development planners from Africa, Latin America, South Asia and Southeast Asia;

- established close working links with 10 international organizations, over 50 national agencies and several NGOs;
- provided consultancy advice to over 20 donor-supported agroforestry projects;
- established a very popular field demonstration/trial station at Machakos.

#### 4. EXTERNAL REVIEWS:

ICRAF's program was reviewed in 1984 focusing on its performance, a review of its mandate and strategy. The review committee also evaluated and made recommendations on the future development options of the Council. A second external review is planned for 1989.

#### 5. RELATIONSHIPS WITH CGIAR CENTERS:

(p) past; (c) continuing, ongoing 1987; (f) future plans; MOU Memorandum of Understanding.

CIAT      Considering collaborative research on silvo-pastoral systems in Peruvian Amazon (f)

IBPGR      Joint workshop on multi-purpose tree germplasm (p)

ICRISAT   Cooperated in agroforestry research plan for millet-based farming systems in India (joint planning) (p)

Collaboration in agroforestry field research with ICRISAT SC (c,f)

IITA Mutual participation in training activities (c)

ISNAR Mutual participation in national seminar in Rwanda (p)

ILCA      Participation in Workshop on potential of forage legumes in farming systems (p)

Three      MOU with ICRISAT Sahelian Center, IITA and ILCA on cooperation in agroforestry research and training in Africa (c,f)

Three      Joint social science working groups with CIAT, IITA and ICRISAT (c,f)

Most      Input received for ICRAF review on methods of agro-ecological classification and mapping (p)

Most Scientist contact and exchange of information (c)

### SECTION III BOARD OF DIRECTORS

#### 1. COMPOSITION:

ICRAF's Board of Trustees consists of 10 members with equal representation from developed and developing countries. One trustee is appointed by the Kenya Government. The Director General is an ex-officio member. Trustees are appointed from individuals with wide experience and outstanding scientific contribution in their field. Nominations are made by a Board Nominating Committee; ICRAF's Support Group may nominate two Board members.

#### 2. RESPONSIBILITY/AUTHORITY/RESTRICTIONS:

The Board of Trustees has responsibility for electing a chairman and vice-chairman from among its membership, appointing the Director General, and determining policies for operation and approved the Council's program of work. The Board also approves and oversees financial and budgetary matters.

#### 3. DONOR SUPPORT GROUP:

ICRAF's Donor Support Group is currently chaired by Mr. Hans Wessels of the Dutch Ministry of Development Cooperation. The role of the group is to provide support to ICRAF's core program and special projects, review the program of work adopted by the Board, to encourage others to join in supporting ICRAF and to develop terms of reference and membership of an external review.

#### SECTION IV : FUNDING AND EXPENDITURES

1. The table below is a summary of ICRAF's funding and expenditures (in US \$ million) during the 1984-1988 period.

	1984 actual	1985 actual	1986 actual	1987 est.	1988 planned
Funding	2.1	2.3	3.0	4.3	5.7
of which applied to:					
Core	0.9	1.1	1.9	2.3	2.3
Special projects	1.2	1.2	1.1	2.0	3.4
Total	2.1	2.3	3.0	4.3	5.7

2. In 1987 ICRAF was supported by 12 donors contributing \$ 4.2 million. Nine of these donors, contributing \$ 3.0 million or 72% of the center's donations, are CGIAR donors. Four donors, Canada(CIDA), the Netherlands, Sweden (SIDA), and USAID contributed 2.4 million or 56% of ICRAF's donations.

SOURCES: ICRAF Annual Report, 1984  
TAC Survey on Collaboration and Other Relationships Between  
CGIAR and NON-CGIAR Centers, September 1987

CGIAR Secretariat

March 1988

[Note: This has been prepared by the CGIAR Secretariat  
in consultation with the concerned institution.]

INTERNATIONAL FERTILIZER DEVELOPMENT CENTER  
P.O. Box 2040  
Muscle Shoals, Alabama 35662

SECTION I GENERAL INFORMATION

1. MANDATE AND OBJECTIVES:

IFDC's mandate is to focus on research, development, and transfer of appropriate fertilizer technology and related know-how that can increase and sustain food and agricultural production in developing countries at the lowest possible cost.

2. LEGAL PERSONALITY: IFDC is an autonomous, non-profit research institution.

3. CORPORATE AND INTERNATIONAL STATUS: IFDC was established in 1974 as a private, nonprofit corporation under the laws of the state of Alabama. In 1977 it was designated a public international organization.

4. GOVERNANCE:

The Board of Directors is responsible for overall policy guidance. The Center is administered by the Managing Director assisted by the Deputy Managing Director.

4. PHYSICAL FACILITIES AND REGIONAL OFFICES:

IFDC is headquartered in Alabama with a regional office in Lome, Togo.

5. STAFF: (TOTAL NUMBER AND INTERNATIONAL)

Total: 160

International: 38 from 22 different countries

SECTION II RESEARCH

1. RESEARCH STRATEGIES AND PROGRAMS:

Until the end of 1986, IFDC was organized into three operating divisions -- Fertilizer Technology, Agro-Economic and Outreach. In 1987 IFDC added another division, IFDC-Africa, located in Lome, Togo. Although problems are tackled from a multidisciplinary approach, each division has specific responsibilities.

Fertilizer Technology -- The primary function of this division is to develop products and process to solve immediate and long-term problems of the fertilizer sector in the tropics and subtropics. In addition, it develops information relating to the technical and economic factors of fertilizer production.

The Agro-Economic -- This division develops agronomic practices as well as evaluates fertilizers that will increase the efficiency of fertilizer use at the farm level. The economic component focuses on the economic evaluation of fertilizer product use; adoption, usage, and demand; and public policy and international issues.

Outreach -- This division is responsible for developing human resources needed by fertilizer sector of developing countries. It also identifies regional and global problems, provides technology transfer and market development assistance as well as develops national institutions that will adapt technologies to local conditions.

IFDC-Africa -- The efforts of this division is directed toward the needs of sub-Saharan African countries. In this capacity IFDC-Africa is involved in research and development, training and technical assistance covering agronomy, production and use technology, marketing, economics and sociology.

The activities of these four divisions are coordinated and managed through the Office of the Managing Director (OMD). In addition, the OMD is responsible for program development, communications, fund raising, and routine administrative and budgetary activities.

#### 6. BREAKDOWN OF STAFF BY PROGRAM:

Fertilizer Technology - 35 (geologist/mineralogist, chemical engineers, chemists, soil scientists, and support staff.)

Agro-Economic - 37 (soil scientists, agronomists, system modelers, economists, statisticians, sociologists, and support staff).

Outreach - 25 (agronomists, economists, marketing specialists, transport and distribution specialists, training specialists, chemical engineers, and support staff).

IFDC-Africa - 26 (soil scientist, agronomist, chemical engineer, communication/training specialists, sociologists,, economist, marketing specialists, and support staff).

#### 3. IMPACT AND ACHIEVEMENTS:

Since its inception IFDC's research and development programs have been conducted along plant nutrient lines, primarily focusing on nitrogen and phosphorus. In nitrogen research IFDC scientists have better identified and quantified the causes of the losses of applied nitrogen and devised product modifications or application methods that will control these losses within economic limits. The phosphorus research has focused on the characterization of indigenous phosphate ores and either identifying or developing technologies that meet farmers' needs at lower cost and with more certainty.

Beyond these developments IFDC has made significant progress in making the fertilizer sector in developing countries more efficient through technical assistance, country-specific studies, and training. Training has been and continues to be an important component of the IFDC mandate. Over the past 12 years IFDC has conducted 255 training programs -- 61 global/regional and 194 specialized programs. About 3,000 participants from over 100 countries have graduated from IFDC programs. In carrying out its mission, IFDC has developed important linkages and integrated programs with national and other international institutions in the general area of agricultural development.

#### 4. EXTERNAL REVIEWS:

TAC Review, 1975 -- reviewed IFDC's programs to determine their appropriateness with respect to established priorities of IARCs of the CGIAR system.

TAC Review, 1979 -- Reviewed programs, activities, and organizations to evaluate the suitability for inclusion of IFDC as a full member of the system of IARCs supported by the CGIAR.

National Academy of Sciences, 1983 -- Evaluated progress and effectiveness of IFDC's influence in fertilizer development for AID.

Certain components of IFDC's programs have been reviewed by individual agencies namely UNDP, ADAB and IFAD.

#### 5. RELATIONSHIPS WITH CGIAR CENTERS:

(p) past; (c) continuing, ongoing 1987; (f) future plans.

CIAT	Cooperative research on 1) phosphorus efficiency involving the acid soils of tropical Latin American and 2) technical and socioeconomic factors for utilizing indigenous phosphate deposits. IFDC staff outposted to CIAT (c)
	Cooperative research on development and appraisal of fertilizer - Rhizobium granules (c).
	Collaboration in training courses - fertilizer efficiency research (p), statistics and economics of fertilizer experimental data (p), and regional fertilizer marketing (f).
CIMMYT	Considering research on fertilizer use with "tropical wheat" (f)
ICARDA	Cooperative research on nitrogen efficiency for upland crops (f).
	Collaboration in development of model for barley (c).
	Joint training course on research on effective use of fertilizer (f).

ICRISAT	Collaborative research on fertilizer efficiencies involving IFDC staff outposted to ICRISAT in India, Niger, and Zimbabwe (c).  Collaboration in development of models for sorghum and millet (c).
IFPRI	Collaborative research, jointly with IRRI, in research on rice policies in southeast Asia (p)  Cooperative research on fertilizer policy for tropical Africa (c).
IITA	Cooperative research on fertilizer aspects, involving IFDC staff outposted to IITA (p)  Collaboration in training courses - Fertilizer efficiency research (p) and regional fertilizer marketing (p).
IRRI	Cooperative research on fertilizer efficiency for wetland rice involving IFDC staff outposted to IRRI in the Philippines (c).  Cooperation in fertilizer marketing training program (p).
WARDA	Considering research on fertilizer use with upland rice (f).

### SECTION III BOARD OF DIRECTORS

#### 1. COMPOSITION:

Governance of the Center is provided by a 15-member Board of Directors. Seven members are from the developing world, four from the United States, and four from other developed countries. The Managing Director is an ex-officio member. The Administrative Director of IFDC serves as the Secretary/Treasurer of the Board.

The prospective Board members are nominated and referred to the entire Board by and Executive Committee of the Board composed of at least four members. The Board members are elected for a 3-year term with the provision for re-nomination to additional terms, usually one.

#### 2. RESPONSIBILITY/AUTHORITY/RESTRICTIONS:

The Board of Directors is responsible for overall policy guidance and approval of the annual budget; however, day-to-day operation of the Center is the responsibility of the Managing Director. The Board of Directors sets priorities with respect to programs and evaluates progress through its program review committee. At present there are five Board Members who serve on this committee. With the creation of the regional center in Africa, the Board now has a committee to oversee the operations, budget and programs of that center. Both the programs and Africa committees have a common member to allow full integration of Headquarter's and IFDC-Africa's activities.



### 3. DONOR SUPPORT GROUP:

IFDC does not have a donor support group. The original sponsors of IFDC were IDRC and USAID; the latter still continues to be a major contributor to the unrestricted core funds. In addition, IFDC receives (or has received) substantial financial support from other donors for special projects. Some present and past donors are UNDP, ADAB, IFAD, the World Bank, etc.

# SECTION IV : FUNDING AND EXPENDITURES

1. The table below is a summary of IFDC's funding and expenditures (in US \$ million) during the 1984-1988 period.

	1984 actual	1985 actual	1986 actual	1987 est.	1988 planned
Funding	9.4	8.1	8.5	7.5	10.5
of which applied to:					
Core unrestr.	4.9	4.4	4.2	3.5	3.8
Core restr.	2.3	1.3	1.7	1.7	6.7
Special projects	2.2	2.4	2.6	2.3	*
Total	9.4	8.1	8.5	7.5	10.5

\* Included under core restricted. No details provided.

2. In 1987 IFDC was supported by 7 donors contributing \$ 7.0 million. Four of these donors, contributing \$ 4.8 million or 69% of the center's donations, are CGIAR donors. One donor, USAID, contributed \$4.9 million or 70% of IFDC's donations.

SOURCES: IFDC Program plan 1988-97  
TAC Survey on Collaboration and Other Relationships Between  
CGIAR and NON-CGIAR Centers, September 1987

CGIAR Secretariat  
March 1988

[Note: This has been prepared by the CGIAR Secretariat  
in consultation with the concerned institution.]

INTERNATIONAL IRRIGATION MANAGEMENT INSTITUTE  
Digana Village via Kandy  
Sri Lanka

SECTION I GENERAL INFORMATION

1. MANDATE AND OBJECTIVES:

IIMI's mandate is to strengthen national efforts to improve and sustain the performance of irrigation systems through the development and dissemination of management innovations.

The following values govern IIMI's program decisions: promotion of multi-disciplinary collaborative field based research on real systems; orientation towards solving real problems; maintenance of high standards of excellence; and strengthening of national irrigation management agencies.

2. LEGAL PERSONALITY: IIMI is an autonomous, non-profit institute.

3. CORPORATE AND INTERNATIONAL STATUS: The Parliament of Sri Lanka enacted legislation in 1984 formally establishing IIMI as a body corporate, international in character, having legal status and enjoying privileges and immunities accorded international non-profit organizations.

4. GOVERNANCE: The Board of Governors is responsible for overall policy guidance. The Center is administered by the Director General.

5. PHYSICAL FACILITIES AND REGIONAL OFFICES:

IIMI is a decentralized institute with a small headquarters in Digna (near Kandy, Sri Lanka) and programs in several other developing countries. Initially these programs in two geographic regions: the humid tropical belt of south and southeast Asia and northeast Africa (with an office in Lahore). Offices in Bangladesh and in other parts of Africa (Wad Medani, Rabat and Ouagadougou) will be opened in 1988. The institute does not possess physical research facilities, but conducts its studies in real irrigation systems operated by national agencies.

6. STAFF: (TOTAL NUMBER AND INTERNATIONAL)

Total number of staff:	200
Internationally recruited staff positions:	29
Current International staff	19

SECTION II RESEARCH

1. RESEARCH STRATEGIES AND PROGRAMS:

IIMI's research program responds to the needs of its client agencies in developing countries. Much of its work is conducted through special projects to examine specific problem situations and evaluate alternative solutions in collaboration with national agencies.

Programs are currently undertaken in six major thematic areas: Organization and management of irrigation agencies; Canal Operations; Management of Financial Resources; maintenance and Rehabilitation; Institutional Change, especially concerning the interface between agencies and farmers' organizations; and ways of assisting farmer-managed systems.

## 2. BREAKDOWN OF STAFF BY PROGRAM:

IIMI staff are currently organized geographically rather than thematically. The current breakdown of internationally recruited staff is as follows:

IIMI Headquarters	12
Pakistan	2
Nepal	2
Indonesia	2
Philippines	1

Headquarters staff are responsible for both the Sri Lanka program and the coordination of regional and international programs.

## 3. IMPACT AND ACHIEVEMENTS:

IIMI began its operations in the second half of 1984. Since that time it has 1) established offices and programs in four Asian countries in addition to Sri Lanka; 2) completed five country studies on mobilization of financial and human resources to support the costs of system operation and maintenance; 3) completed three years' study of irrigation management for dry-season non-rice crops in Sri Lanka, Philippines and Indonesia, leading to a set of management recommendations; 4) developed a methodology for relating location to adequacy of water supply and tested this methodology in the large canal systems of Pakistan; 5) developed a methodology for measuring adequacy and equity of water distribution in lowland rice systems; 6) developed a rapid appraisal methodology to undertake a multi-disciplinary inventory of existing farmer-managed systems 7) collaborated with Economic Development Institute of the World Bank in hosting three 6-week courses on irrigation planning and management; 8) sponsored or co-sponsored eleven international workshops and conferences, and supported 18 post-doctoral, doctoral, and masters fellowships; and 9) disseminated over 30,000 publications.

## 4. EXTERNAL REVIEWS:

Two reviews of IIMI's program and operations were commissioned by the World Bank in 1987. The IIMI Support Group will commission an External Review in late 1988 or early 1989, on the basis of Terms of Reference to be discussed at the next IIMI Support Group meeting in October 1988. The review will be similar to those conducted by the CGIAR and will include both a Management Review and Program Review.

## 5. RELATIONSHIPS WITH THE CGIAR CENTERS:

(p) past; (c) continuing, ongoing 1987; (f) future plans; MOU Memorandum of Understanding (or Agreement)

CIMMYT/IRRI	Considering joint research on improving the performance of wheat-rice rotation in irrigated areas in south Asia (f)
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IFPRI	Collaboration on research of food security problems in Africa through irrigation investments(c) This project may be extended to a next step which would focus on the effectiveness of the delivery of irrigations systems by public agencies. (f)
IRRI	MOU on research collaboration focussing on managment of rice-based irrigations systems during the dry season in the Philippines, Indonesia, and Bangladesh. (c)
WARDA, ICARDA ICRISAT	Over the last year, informal discussions with these centers regarding possible cooperative projects. (c)

### SECTION III BOARD OF DIRECTORS

#### 1. COMPOSITION:

The Board of Governors currently consists of 14 members (including the Director General and one person recently designated by Pakistan but not yet approved by the Board.) It will be reduced to 13 members as of January 1, 1989. According to IIMI's Charter, the Board of Governors should consist of no less than 12 and no more than 20 members, of whom at least one is appointed by the Government of Sri Lanka. Four members are nominated by the Donor Support Group.

#### 2. RESPONSIBILITY/AUTHORITY/RESTRICTIONS:

All powers of the Institute are vested in the Board which approves scientific programs and resource allocation and monitors the execution of these programs.

#### 3. DONOR SUPPORT GROUP:

IIMI's Support Group was established in October 1982. During 1987, IIMI received grant and/or special project support from twelve members of the group. The current Chairman is G. Edward Schuh.

SECTION IV : FUNDING AND EXPENDITURES

1. The table below is a summary of IIMI's funding and expenditures (in US \$ million) during the 1984-1988 period.

	1984 actual	1985 actual	1986 actual	1987 est.	1988 planned
Funding	0.7	2.3	3.4	4.3	8.3
of which					
Core unrestr.	0.7	2.0	2.4	1.9	3.1
Core restr.	—	—	—	0.4	—
Special projects	—	0.3	1.0	2.0	5.2
Total	0.7	2.3	3.4	4.3	8.3

2. In 1987 IIMI was supported by 13 donors contributing \$ 4.3 million. Eight of these donors, contributing \$ 2.8 million or 66% of the center's donations, are CGIAR donors. Two donors, the Ford Foundation and the World Bank contributed 2.1 million or 48% of IIMI's donations.

SOURCES: IIMI Annual Reports and Charter  
TAC Survey on Collaboration and Other Relationships Between  
CGIAR and NON-CGIAR Centers, September 1987

CGIAR Secretariat  
March 1988

[Note: This has been prepared by the CGIAR Secretariat  
in consultation with the concerned institution.]

INTERNATIONAL NETWORK FOR THE IMPROVEMENT OF BANANA AND PLANTAIN  
Avenue du Val de Montferrand, P.O. Box 5035  
34032 Montpellier Cedex  
France

SECTION I GENERAL INFORMATION

1. MANDATE AND OBJECTIVES:

INIBAP's general mandate is the improvement of two closely related crops, bananas and plantains, both of which are classified in the botanical genus "Musa". Its specific objectives are to:

- initiate, encourage, support, conduct, and coordinate research aimed at improving the production of bananas and plantains;
- encourage the collection and exchange of documentation and information relating to the two crops;
- support training for researchers and technicians from developing countries.

2. LEGAL PERSONALITY: INIBAP is an autonomous, non-profit organization.

3. CORPORATE AND INTERNATIONAL STATUS: INIBAP was established under international law and is recognized by its host country, France, as such. INIBAP enjoys the privileges and immunities accorded to international non-profit organizations.

4. GOVERNANCE:

INIBAP was established in November 1984 by a group of donor countries and organizations. As defined by its Charter, INIBAP has three main organs: the Donor Support Group, the Board of Trustees and the Director. The Director is assisted by an Assistant Director, a coordinator for information/documentation, a senior technical advisor and Regional Coordinators in designated regions of the world. Technical committees composed of leaders or representatives of the various programs throughout the world shall advise the staff.

5. PHYSICAL FACILITIES AND REGIONAL OFFICES:

INIBAP is currently housed in facilities provided by CIRAD, a French research organization in Montpellier.

6. STAFF: (TOTAL NUMBER AND INTERNATIONAL)

	<u>As of 2/1/1988</u>	<u>As of 12/31/1988</u>
Technical/Admin.	3	7
Support Personnel (full-time)	2	7
(part-time)	2	2
IDRC Executing support personnel (part-time)	5	5

## SECTION II RESEARCH

### 1. RESEARCH STRATEGY AND PROGRAMS:

INIBAP has been structured as an assembly of networks relying where possible on existing institutions for support in addition to its small administrative and scientific core. Networks are organized by regions, in which thematic research activities (such as genetic improvement, tissue culture research, plant pathology research and taxonomic studies) can progress in an orderly manner worldwide.

Each regional network has a steering committee composed of participants in national or regional programs and a regional coordinator. Interregional coordination is carried out at the Montpellier headquarters. INIBAP's mandate also allows it to initiate and conduct research in regional areas, in subjects not under investigation, such as germplasm movement.

Four regional networks are already in place or are about to be organized:

- Eastern Africa
- West and Central Africa (in place)
- Latin America and the Caribbean (in place)
- Southeast Asia and the Pacific

### 2. BREAKDOWN OF STAFF BY PROGRAM:

Headquarters staff: 9

Regional offices

Burundi	2
Nigeria	2
Costa Rica	2
Philippines	2

### 3. IMPACT AND ACHIEVEMENTS:

Over the past few years of INIBAP operation, the impact of its activities have been felt in all regions of the world, where bananas and/or plantain are grown. Numerous workshops have been held that have contributed to the advancement of research information on the genus *Musa*, including a Banana and Plantain Breeding Strategies Workshop, Cairns, Australia in 1986; Germplasm Exchange Workshop in Bogota, Colombia in 1987; Information/Documentation Seminar in Montpellier, France in June 1987; and Nematode and Borer Weevil effects on Bananas in East Africa in Bujumbura in December 1987. In addition, the direct activities of INIBAP in coordinating activities between different researchers on a worldwide basis, have stimulated collaborative action. Exchange of germplasm and forefront scientific information has already increased considerably during the last two years. Such has been the aim of INIBAP's network existence.



4. EXTERNAL REVIEWS:

None to date.

5. RELATIONSHIPS WITH THE CGIAR CENTERS:

(p) past; (c) continuing, ongoing 1987; (f) future plans.

IITA      Cooperation in research on "starching bananas" (c)  
            Development of Breeding Programs (c)  
            Germplasm Movment (c)  
            Physiological research on rooting morphogenesis (c)

IBPGR      Musa Taxonomy and Musa data banking (f)

ISNAR      Administration Management (c)

SECTION III    BOARD OF DIRECTORS

1. COMPOSITION:

The Board of Trustees has eleven members including the Director who is ex-officio.

2. RESPONSIBILITY/AUTHORITY/RESTRICTIONS:

The Board of Trustees is responsible for determining general policy, approval of annual budget and work programs and appoints the Director General.

3. DONOR SUPPORT GROUP:

INIBAP is unique in that its charter accords powers to its Donor Support Group. Specifically, the Group conveys to the Board of Trustees the general thrust it wishes the Board to pursue and it is required to endorse the budget and program of work adopted by the Board. It also has the responsibility of evaluating INIBAP's network at regular intervals.

#### SECTION IV : FUNDING AND EXPENDITURES

1. The table below is a summary of INIBAP's funding and expenditures (in US \$ million) during the 1985-1988 period.

	1985 actual	1986 actual	1987 est.	1988 planned
Funding	0.11	0.47	0.71	1.43
of which applied to:				
Core unrestr.	0.07	0.30	0.50	0.40
Core restr.	--	0.12	0.51	1.03
Special projects	0.04	0.05	--	--
Total	0.11	0.47	1.01	1.43

2. In 1987 INIBAP was supported by four donors contributing \$0.7 million. Two of these donors, contributing \$0.5 million or 76% of the center's donations are CGIAR donors. Three donors provide 98% of INIBAP's donations.

SOURCES: Minutes of Donor Support Group Meeting, November 3, 1985  
Donors' Meeting Progress Report November 2, 1985  
TAC Survey on Collaboration and Other Relationships Between  
CGIAR and NON-CGIAR Centers, September 1987

CGIAR Secretariat  
March 1988

[Note: This has been prepared by the CGIAR Secretariat  
in consultation with the concerned institution.]

INTERNATIONAL UNION OF FORESTRY RESEARCH ORGANIZATIONS

Schonbrunn  
Tirolergarten  
A-1131 Vienna, Austria

SECTION I GENERAL INFORMATION

1. MANDATE AND OBJECTIVES:

IUFRO's main aim is to promote international cooperation in scientific studies embracing the whole field of research related to forestry, including forestry operations and forest products.

2. LEGAL PERSONALITY:

IUFRO is recognized as the "International Union of Forestry Research Organizations" by about 600 member organizations in about 100 countries, including the PR of China, US and USSR.

3. CORPORATE AND INTERNATIONAL STATUS: A Headquarters Agreement with the Federal Republic of Austria has been in operation since 1973, and has been recently revised.

4. GOVERNANCE:

The International Council is the supreme authority responsible for regulating IUFRO's affairs. Each country in which there is a least one member organization is entitled to nominate one representative, chosen by the member organizations in that country. A new International Council is appointed before each Congress, i.e. the general assembly of IUFRO's member organizations, which meets ever three to five years. In the intervals between two sessions of the IC, the Executive Board takes any necessary action to ensure IUFRO's functioning.

5. PHYSICAL FACILITIES AND REGIONAL OFFICES:

The physical facilities at headquarters are provided by the Austrian Government in the Federal Forestry Research Station, at Vienna/Schoenbrunn. Only one regional office has been established so far, for Africa, and is housed in the headquarters of the International Council for Research in Agroforestry (ICRAF).

6. STAFF: (TOTAL NUMBER AND INTERNATIONAL)

- 1 Executive Secretary
- 1 full-time Regional Coordinator, Africa
- 1 part-time Coordinator, Special Program for Developing Countries
- 1 University graduate assistant
- 3 support and technical staff

## SECTION II RESEARCH

### 1. RESEARCH STRATEGY AND PROGRAMS:

For many years, IUFRO has been comprised of several hundred informal networks (subject and project groups, working parties) involving about 15,000 forest scientists. Such networks deal with research themes of common interest to groups of scientists or institutions and are either the common interest to groups of scientists and institutions or are either the exclusive concern of one of the six technical divisions (subject groups) or of more than one division (project groups). The titles of the six divisions are: Forest Environment and Silviculture; Forest Plants and Forest Protection; forest Operations and Techniques; Planning, Economics, Growth and Yield, Management and Policy; Forest Products; General Subjects (research management, application and evaluation; statistical methods and computers; information systems and terminology; remote sensing; forest recreation and tourism).

In 1983, in response to a World Bank/FAO study, a Special Program for Developing Countries was set up to try to establish networks catering specifically for problems of concern to developing countries in Africa, Asia and Latin America.

More recently a Task Force on Forest Decline and Air Pollution was set up.

### 2. BREAKDOWN OF STAFF BY PROGRAMS:

The Secretary mainly looks after the affairs of the technical divisions and of the task force on forest decline and Air Pollution, whereas the Coordinator of the Special Program for Developing Countries and the Regional Coordinator for Africa concentrate mainly on developing countries. The remaining staff are shared by all programs.

### 3. IMPACT AND ACHIEVEMENTS:

With regard to the Special Program for Developing Countries, research planning workshops have been held for Tropical Asia (1984), Sahelian and North-Sudanese Zones of Sub-Saharan Africa (January 1986 and March 1987) and for Tropical Latin America (July 1987); plans have been developed to improve the utilization of timber resources in South America and in South-East Asia. A training course in forest research management was held in 1986 for African countries and one in statistical methods for forest research in 1987 for the least developed countries. IUFRO also produced and distributed four issues of a "Technical Information Bulletin" to about 500 scientists in developing countries.

### 4. EXTERNAL REVIEWS:

No external review has been carried out since 1892, when IUFRO was first established, nor is one being planned.

### 5. RELATIONSHIPS WITH CGIAR CENTERS:

Informal contacts have been established with ISNAR, IFPRI, IITA, ILCA and ICRISAT.

### SECTION III BOARD OF DIRECTORS

#### 1. COMPOSITION:

The Executive Board is composed of the President, Vice-President, the immediate Past President (ex-officio), the Treasurer (ex-officio), the IUFRO Secretary (ex-officio), the six Divisional Coordinators nine members from the regions and up to 4 additional members. FAO may appoint a representative. All non ex-officio members are elected by the International Council by a majority of those present. The President may appoint up to four additional members after their approval by the Executive Board. No member may be re-elected to serve a third term.

#### 2. RESPONSIBILITIES/AUTHORITY/RESTRICTIONS

The Executive Board is the executive organ of the Union. It carries out the decisions of the International Council and, in the intervals between sessions of the International Council, takes any necessary action to ensure the function of the Union. It controls the receipts and expenditures of the Union and advises the International Council on the rates of membership subscriptions.

Under the direction of the International Council, the Executive Board establishes agreements which may be made with other organizations.

#### 3. DONOR SUPPORT GROUP:

There is no formal donor support group.

#### SECTION IV : FUNDING AND EXPENDITURES

1. The table below is a summary of IUFRO's membership funding and expenditures (in US \$ million) during the 1984-1988 period. IUFRO's budget is denominated in Swiss Francs. An annual average Sfr/US \$ exchange rate has been used to obtain the US \$ equivalent amounts.

	1984 actual	1985 actual	1986 actual	1987 est.	1988 planned
Funding	0.12	0.15	0.29	0.23	*
Expenditures	0.12	0.15	0.29	0.23	*

\* Not provided.

2. In addition to the IUFRO membership funding, the center established in 1983 a Special Program for Developing Countries. The purpose of this program was to establish networks focussing on problems of concern to developing countries in Africa, Asia and Latin America. In 1987 three donors (GTZ, USAID and the World Bank - Dept. of Agriculture), contributed \$ 0.3 million to the special program. It is expected that these donors will contribute \$ 0.5 million to the special program in 1988.

CGIAR Secretariat  
March 1988

[Note: This has been prepared by the CGIAR Secretariat  
in consultation with the concerned institution.]

(Preliminary - more information to be supplied at a later stage)

INTERNATIONAL TRYPANOTOLERANCE CENTER

P.M.B. 14  
Banjul  
The Gambia

SECTION I GENERAL INFORMATION

1. The ITC was established in the Gambia in 1984 as an international research group seeking to understand and utilize the natural resilience which certain West African livestock breeds exhibit to infection with trypanosomes of various types. The basic organization, staff and facilities of ITC (capital cost US\$7 million) are now in place and it has a useful research program under way with modest support from the EEC, the African Development Bank, FAO/UNDP, ODA, the Belgium, Norwegian and Swiss governments, and the Rockefeller Foundation.

2. The research operations of ITC focus on three major programs:

- (a) a study of the tse tse fly and its infectivity in different ecological circumstances;
- (b) a study on the factors influencing the productivity of the trypanotolerant N'Dama cattle in Senegambia, carried out with ILCA and ILRAD;
- (c) a new biotechnology project is under development which seeks to use the trypanotolerance trait to identify the genetic loci concerned in trypanotolerance, to study their physiological impact and to transfer the trypanotolerance trait amongst species.

3. ITC also has a developmental role as the agent for government in implementing a collection, breeding and export program of N'Dama cattle to West Africa under a project financed by the African Development Bank.